

**A GUIDELINE TO BUILD THE BALANCED SCORECARD FRAMEWORK:  
A CASE STUDY AT UNIVERSITI UTARA MALAYSIA COMPUTER CENTRE  
(UUMCC)**

**A thesis submitted to the Graduate School in partial  
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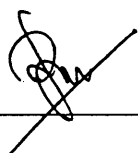
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A CASE STUDY AT UUM COMPUTER CENTER**

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## **ABSTRAK**

Pada masa kini, kebanyakan organisasi mula memberi perhatian yang serius terhadap pencapaian organisasi mereka. Ini kerana, setiap organisasi itu perlu majdi sebuah organisasi yang berjaya, efektif dan berkesan supaya dapat bersaing di antara satu sam alain. Terdapat pelbagai teknik untuk mengukur prestasi atau pencapaian seseabau organisasi. Antaranya ialah Total Quality Management (TQM), Activity Based Costing (ABC), Balanced Scorecard (BSC), Goal-Question- Metric (GCM) dan sebagainya.

Tesis ini dilaksanakan adalah bertujuan untuk mencadangkan satu garis panduan bagi membina rangkakerja Balanced Scorecard kepada Pusat Komputer Universiti Utara Malaysia yang boleh digunapakai pada masa akan datang. Spiral Model telah digunakan sebagai metodologi bagi mencapai semua objektif yang telah ditetapkan, mendapatkan maklumat, dan melakukan pelaksanaan kerja. Rangkakerja yang disediakan mengandungi setiap objektif, pengukuran, sasaran and inisiatif yang diperolehi daripada Pusat Komputer Universiti Utara Malaysia. Selain itu terdapat juga sebuah peta strategi disertakan di dalam laporan ini. Cadangan dan kajian untuk masa depan serta kesimpulan juga dibincangkan di akhir laporan.

## **ABSTRACT**

Many organizations nowadays more focus and alert on the performance of their organization in order to compete or to become a successful, organized, efficient and effective organization. Balanced Scorecard is one of the techniques of measuring performance. Besides BSC, there are also a lot of performance measurement tools available such as Total Quality Management (TQM), Activity Based Costing (ABC), Balanced Scorecard (BSC), Goal-Question- Metric (GQM) and others.

Hence, this thesis aims to propose a guideline to build Balanced Scorecard (BSC) framework for Universiti Utara Malaysia Computing Centre (UUMCC). BSC framework has been developed for the future use of Universiti Utara Malaysia Computer Centre (UUMCC). This thesis used a spiral model as methodology to plan, gathered information and implementation. The BSC framework includes the strategic objective, strategic measurement, target and also initiative for UUMCC. A strategy map for UUMCC is also included in this report. Recommendations, future research, and conclusion will be discussed at the end of this study.

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## TABLE OF CONTENTS

	Page
PERMISSION TO USE	I
ABSTRAK	II
ABSTRACT	III
ACKNOWLEDGEMENTS	IV
TABLE OF CONTENTS	V
LIST OF TABLES	VIII
LIST OF FIGURES	IX
<b>CHAPTER 1: INTRODUCTION</b>	<b>1</b>
1.1 Problem Statements	4
1.2 Research Objectives	5
1.3 Scope	5
1.4 Significance of the Project	6
1.5 Thesis Structure	6
<b>CHAPTER 2: LITERATURE REVIEW</b>	<b>7</b>
2.1 UUM Computer Centre Background	8
2.1.1 Objectives and Roles	9
2.1.2 Application's System	9
2.2 Project Management in General	10
2.3 Why Project Fail?	11
2.4 What is Performance Measurement?	14
2.5 Techniques for Performance Measurement	16
2.5.1 Balanced Scorecard (BSC)	17
2.5.2 Goal-Question-Metric (GQM) Technique	17

2.5.3	Activity Based Costing (ABC)	18
2.5.4	Different Between Project Performance Measurement Techniques	18
2.6	Balanced Scorecard (BSC)	19
2.6.1	Financial Perspective	22
2.6.2	Customer Perspective	23
2.6.3	Internal Business Process Perspective	24
2.6.4	Learning and Innovative Perspective	25
2.6.5	Benefit of BSC	27
2.7	Chapter Conclusion	29
<b>CHAPTER 3: METHODOLOGY</b>		<b>30</b>
3.1	Spiral Methodology/Model	30
3.2	Spiral Model for Implementing Of Balanced Scorecard for Universiti Utara Malaysia Computer Centre	32
3.2.1	Phase 1: Planning	33
3.2.2	Phase 2: Studies	34
	3.2.2.1 Internet Search	35
	3.2.2.2 Interview	35
	3.2.2.3 Literature Review	36
3.2.3	Phase 3: Implement Guideline and Propose Framework	37
3.2.4	Phase 4: Expert Review	39
3.3	Chapter Conclusion	40
<b>CHAPTER 4: FINDINGS</b>		<b>42</b>
4.1	Balanced Scorecard Framework for UUMCC	42
4.1.1	Phase 1: Team Formation and Organizational Assessment	44
4.1.2	Phase 2: Define Strategic Themes	45
4.1.3	Phase 3: Define Perspectives and desired Outcomes	46
4.1.4	Phase 4: Create Strategy Map	49
4.1.5	Phase 5: Define Performance Measurement and Target	53
4.1.6	Phase 6: Develop Strategic Initiatives	54



4.2	Chapter Conclusion	57
<b>CHAPTER 5: RECOMMENDATION AND CONCLUSION</b>		59
5.1	Recommendations	59
5.1.1	Enhance and Testing the Guideline	60
5.1.2	Management's Commitment	61
5.2	Future Research	61
5.3	Conclusion	62
<b>REFERENCES</b>		64
<b>APPENDICES</b>		68
APPENDIX I: Interview Questionnaires		68
Section 1: Organization Background		68
Section 2: Performance Measurement		68
APPENDIX II: A Guideline to Build Balanced Scorecard Framework		70
Section 1: A guideline to Build BSC Framework		71
Section 2: Summary of All Phases		72

**LIST OF TABLES**

	Page
Table 2.1: Differences between project performance measurement technique	19
Table 3.1: A comparison between three selected guideline for building BSC framework	37
Table 4.1: The strategic objective of UUMCC for each perspective	47
Table 4.2: The Balanced Scorecard framework for UUMCC	55

## LIST OF FIGURES

	Page
Figure 2.1: The Balanced Scorecard.	22
Figure 2.2: The example of corporate vision and strategy in Balanced Scorecard (BSC) perspective (The Balanced Scorecard Institute).	27
Figure 3.1: Method used to meet the research objectives.	33
Figure 4.1: Balanced Scorecard Guideline by Arveson (2003).	44
Figure 4.2: The strategic themes for UUMCC.	46
Figure 4.3: The UUMCC strategic objective.	49
Figure 4.4: Strategy map for UUMCC	52

# CHAPTER 1

## INTRODUCTION

Project performance measurement nowadays has been given more attention in many organizations. The need to have a performance measurement in organization is now important because the need to compete between each of organization. Performance Measurement (PM) became an indicator so that the organization can know whether they are moving toward efficiency and effectiveness organization or not. Besides that, PM also can map the future of the organization. Performance measurement (PM) is a process of quantifying the past action (Neely, 1998). PM is developed as a means of monitoring and maintaining organizational so that organization will lead to the achievement of their overall objective and goals (Nanni *et al.*, 1990). Dixon *et al.* (1990) suggested that inappropriate PM would become a barrier to the organizational development since measurement provides the link between strategies and actions. Amaratunga *et al.* (2001) stated that appropriate measures should provide and strengthen the link between strategies and action to attainment of strategic goals.

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